

JUDO ALBERTA STRATEGIC PLAN



**judo
alberta**

THE ALBERTA KODOKAN BLACK BELT ASSOCIATION

2023-2027

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Introduction

The Alberta Kodokan Black Belt Association, more commonly referred to as Judo Alberta, is a non-profit Provincial Sport Organization (PSO) registered in the province of Alberta. Judo Alberta is the governing body for the sport of Judo in Alberta and is an affiliated member of Judo Canada.

The sporting landscape in Canada has changed immensely with the adoption and implementation of the Long-Term Athlete Development (LTAD) model. In Alberta, there has been increased competition for people's leisure dollars as there are a wide variety of recreational and competitive sporting opportunities available to choose from. Judo Alberta provides opportunities at all levels of development for athletes, coaches and officials through grassroots, recreational and competitive based programs, coordinated through dedicated community clubs representing all eight (8) zones in the province.

Current State

Over the past two years Judo Alberta, like other organizations, has been affected by external factors such as sport safety, the importance of gender equity, social awakenings, and the 2020 pandemic. Judo Alberta and Judo Canada have been able to adapt quickly to most of these external pressures by developing processes and programs to make Judo a safe and welcoming environment. COVID-19 has had a negative effect on registration and event participation due to high rates of illness, public health measures and uncertainty. Judo Alberta and Judo Canada have been responsive to public health issues presented by COVID-19 by developing processes and strategies. Judo Alberta has improved hygiene protocols, screening tools, and used this pandemic time to revise priorities, strategies, and initiatives. Judo Alberta is in a rebuilding mode due to the challenges in the past number of years, with declining registrations that had already been stagnating in recent years at the club level has impacted us at the provincial level.

The plan

The Strategic Plan for Judo Alberta was created by the Board of Governors and professional staff with consultation of the member clubs across the province. It provides a five (5) year pathway for program development, service enhancement, and organizational growth, which complements the policies and funding guidelines of our stakeholders. Through a comprehensive environmental scan and analysis of the organization, Judo Alberta was able to assess both the challenges and opportunities that may arise in the foreseeable future and is reflected in this document. As this plan is organic in nature – meaning that it will always be subject to a changing marketplace – it will be reviewed by the Executive Committee and by the Board of Governors annually.

Mission

Our mission is to promote the principles and teachings of the sport of Kodokan Judo to all levels in all parts of Alberta.

Vision

Judo Alberta will be recognized as the leader in growth and development of judo across Alberta and as a premier judo province in Canada.

Core Values

Integrity.

- We value integrity throughout our organization. We strive to be an ethically based Provincial Sport Organization that is honest and inclusive in all of our practices and relationships.

Leadership.

- We value leadership at all levels of our organization. Through creative, passionate and inspired people, we endeavor to create an organization with big picture thinking and endless possibilities.

Respect.

- We value respect and creating a culture of meaningful relationships that is embraced by dedicated members, volunteers and staff.

Excellence.

- We value excellence in all that we do. The organization is committed to meeting and exceeding the expectations of our members.

Volunteerism.

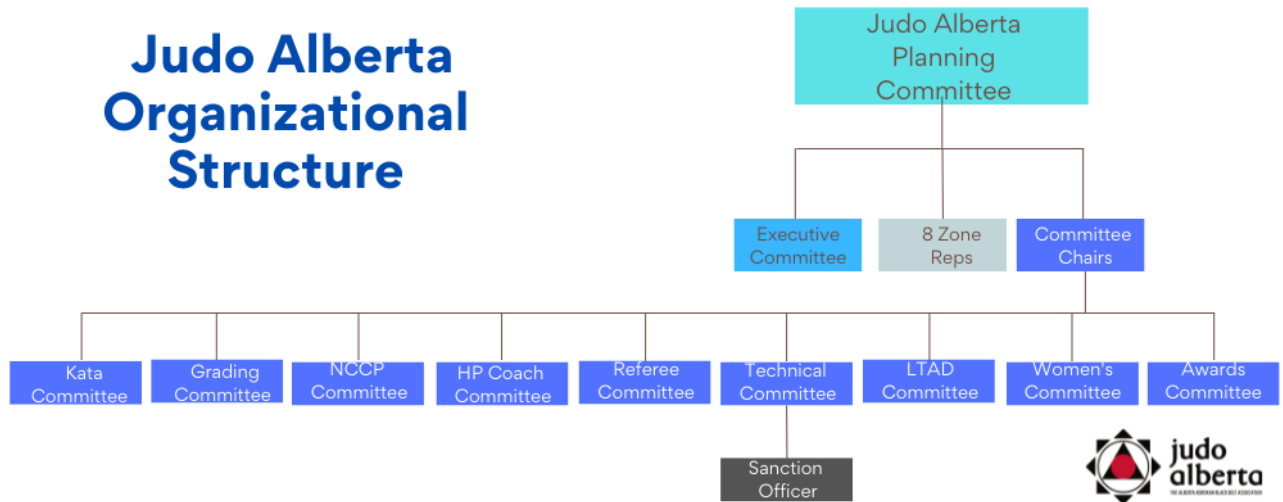
- We value the spirit of volunteerism. The organization has been built through loyal and dedicated volunteers and the strength of this value continues to this day.

Organizational Structure

Judo Alberta Executive Committee



Judo Alberta Organizational Structure



Priorities



Priorities & Core Strategic Goals

Provincial Association Capacity, Growth and Diversity

Judo Alberta focus will be to grow our sport at the youth, recreational and performance level. This will be accomplished through an emphasis in building organizational capacity through:

- **People Development**-Grow our membership; increasing the number of active judo clubs in the province.
- **Sound Financial Planning and Development**-Provides strong leadership that ensures sustainability, accountability, and strong operational and financial planning.
- **Member Services**-Enhances the level of service to our membership through a comprehensive set of programs provided by our dedicated volunteer and professional staff.
- **Governance**-Ensures that excellent governance is maintained through managing fiduciary duties, policy creation and review, and putting the future of the organization as the foremost responsibility of the Executive Committee and Board of Directors.
- **Marketing and Communication:** to improve communication to our memberships through social media and program updates; to develop strategies to help clubs increase their memberships and to communicate outside the judo community.

Judo Alberta will use performances measures and a point system to help track the development in each key pillar. It is important that there is an accountability to how the program will develop from season to season.

Participation and Development

- Judo Alberta's objective is to increase our membership to 1700 members by 2027

High Performance Program

- Judo Alberta's objective is to finish top three in the overall medal standings by 2027 at the Open National Championships
- Judo Alberta's objective is to finish top three in the overall medal standings at the 2027 Canada Winter Games

Referee Program

- Judo Alberta's objective will be to have a female and male referee reach the level of IJF by 2027
- Judo Alberta's objective will be to recruit and develop 5 referees under the age of 25 to referee on the Judo Canadian Tour by 2027 (Level A Tournaments)

NCCP Program

- Judo Alberta's objective is to ensure all clubs have NCCP certified instructors running their judo programs as per NCCP Policy #6-01 by 2027.
- Judo Alberta's objective is to develop a succession plan for NCCP leadership by 2027

Kata Program

- **Judo Alberta's objective is to have 35% of our judo clubs offering one practice dedicated to the practice of competitive kata class one time a week**
- **Judo Alberta's objective is to have a U23 kata team eligible to represent Canada at the 2027 World Championships**

Grading Program

- **Judo Alberta's objective is to have 20% of our membership to be blackbelts by 2027**

Women's Committee Program

- **Judo Alberta's objective is to have 35% of our membership to be female by 2027**
- **Judo Alberta's objective to have 3 female NCCP Competition Developmental Coaches by 2027**
- **Judo Alberta's objective to have a minimum of 50% of the Judo Alberta Executive Committee to be female by 2027**

SWOT

Finance

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Not single source dependent • Investment account has been stable • Low overhead costs • Positive membership growth. • Financial Management 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Programs generally do not generate revenue • Poor fundraising and marketing history (outside of casinos) • Not self-sustaining, rely on government support • High turnover rate of membership • Expenses increasing.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Culture shift to pay for premium services, programs, coaching in Canada • Untapped marketing opportunities • Recent judo success at 2020 Olympics • Relatively inexpensive sport to participate in • Fundraising platforms • Club Fees / Provincial Fees • 	<p>THREATS</p> <ul style="list-style-type: none"> • Reduced grant programs • Government budget cutbacks • Increased competition for financial resources • Increased attention to MMA and other sports • Lower membership compared to other sports, funded by size. • Inflation and cost of living • Cost point of high performance sport

Administration

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Budget allows for paid staff • Dedicated staff and volunteers • Currently have highly skilled staff and volunteers • Legal council 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • One PT paid staff is not enough as membership rebuilds • Volunteer burnout • Small volunteer base • Not enough certified instructors to coach/teach in clubs • Aging volunteer base • Youth volunteering or being in leadership roles
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Potential for collaboration with other sport organizations • Volunteer student internship programs have been created • Inter-club team matches • partnerships 	<p>THREATS</p> <ul style="list-style-type: none"> • Hard to measure impacts of some programs • Government grants to support administrative capacity have been eliminated • Time commitment and burnout • Lack of qualified volunteers, coaches, and referees • Restrictions around females participating in sport

Governance

STRENGTHS <ul style="list-style-type: none">• Strong AB representation on Judo Canada board of directors• Knowledgeable staff and volunteer board regarding governance• Knowledgeable staff and volunteer board regarding the business of judo	WEAKNESSES <ul style="list-style-type: none">• Working board of directors' vs Policy board• Outdated policies need attention• No succession plan in place for board members• Information input and safe keeping from past board members
OPPORTUNITIES <ul style="list-style-type: none">• Engagement of younger people to fill volunteer roles in the future• Return to sport may increase participation in board and governance areas	THREATS <ul style="list-style-type: none">• Substantial changes to National NP organizations will have undetermined impact on JA• Time commitment of the board